

Corporate Plan 2003 -2006



Sports Council
for Northern Ireland

CONTENTS

1. Chairman's Foreword: Business Rationale
2. Strategic Context: Inclusion and Improvement
3. Vision, Outcomes and Achievements

Making sense of this plan

This plan opens with the Chairman's foreword and outlines a strategic business case underpinning the Sports Council's rationale. This plan is shaped by a myriad of factors including government legislation and Council consultation on policies and programmes.

Pages five and six locate the 2003-06 plan within a broader strategic context. It also provides an overview of the process of accountability and frames investments of the Council in a strategic environment.

Page seven details the Sports Council's vision and shows the close relationship with the Department of Culture, Arts and Leisure's (DCAL) vision. The Sports Council's vision is outcome focused, it centres on achieving an increased number and improved quality of active lifestyles, sustained development through the skilling, training and education of those involved in sport, and improved employment and wealth creation through a network of professional and accountable modernised sporting organisations.

Pages eight to ten summarise the three development themes, associated objectives, planned investment and outcomes.

Page eleven outlines the way in which achievements will be assessed in sporting terms.

Chairman's Foreword

Compared to other countries in The Isles, sport in Northern Ireland is significantly underdeveloped in terms of its human, financial and physical resources. The successful achievement of outcomes associated with each of the three development themes within this plan will appreciably benefit sport and society in Northern Ireland. All planned Sports Council strategic investment for 2003-2006 is premised on the principle of targeted investment to address the needs and failures within sport and society in a measurable way.

Business rationale for development

The Sports Council's strategic programme for development is aligned with societal objectives contained in the Programme for Government and the Department of Culture's, Arts and Leisure Corporate Strategy. The intent is to deliver integrated improvements on two fronts; one sporting the other societal.

The Sports Council's strategic development programme is designed to tackle both needs and failures in sport, which include:

- ❑ long-running disparities in sporting participation between those in higher socio-economic groups and those in the lower groups;
- ❑ a reduction in time available for sport in schools and disparities which exist in opportunities to participate in after-school sport in primary and post-primary schools;
- ❑ the relative under-achievement of Northern Ireland's sports men and women compared with those in the other countries in The Isles;
- ❑ low levels of management skill found in the voluntary sporting sector and the need for modernisation. Not all current sporting structures fit with the business they are attempting to deliver. There is also a failure of the voluntary sporting sector to connect with and benefit from developments in the wider voluntary and community sector;
- ❑ the need to jointly plan and implement a capital investment programme which avoids the current picture of over-provision in some types of facilities and under-provision in others; and,
- ❑ the need for the Sports Council to create new and effective partnerships enabling the development of sport through the objectives of others.

Whilst the interventions of the Sports Council can make a significant impact on the needs and failures in sport, as identified above, this work can also contribute to addressing the needs and failures in society. Whilst the scale of the Sports Council's investment opportunity is small in relation to the totality of public spending in Northern Ireland we believe that, by investing in measures to correct the needs in sport, we can also contribute to addressing needs and failures in society. These societal failures include:

- ❑ inequalities in health, including physical inactivity and rising levels of obesity in children and adults;
- ❑ social exclusion, evidenced through low levels of civic participation, particularly in areas of high social and economic deprivation;
- ❑ a lack of competence, confidence and skills in many people to deliver quality community development through sport;
- ❑ increasing community segregation and a lack of understanding and respect for difference and diversity; and
- ❑ the need to create a more competitive economy through efficient and effective planning that integrates, environmental, economic and social needs.

Whilst this plan contains identifiable and measurable outcomes for sport and society, it should not be overlooked that sport also brings immeasurable fun and enjoyment to people's everyday lives.

Prof E Saunders
Chairman Sports Council For Northern Ireland

STRATEGIC CONTEXT

The Sports Council's work is conducted through its Committee and Council meetings. The process takes into account a variety of factors including, government objectives, consultation exercises and the views of working parties. Through these channels the views and needs of society are engaged. The Programme for Government in Northern Ireland shapes DCAL policy, which in turn shapes Sports Council objectives and provides the framework for the Corporate Plan. In this way objectives are aligned, with the Sports Council providing the principal mechanism for the implementation of both the Northern Ireland Executive's and DCAL's objectives for sport. The links between the Strategy for the Development of Sport, Northern Ireland Executive's objectives, DCAL's objectives and the Sports Council's Corporate Plan are evident from the summaries that follow:

Strategies Impacting on Sport in Northern Ireland

Strategy for the Development of Sport in Northern Ireland (1997-2005)

In developing this Corporate Plan, the Sports Council has considered the overarching "Strategy for Sport" in Northern Ireland. The key aims of the Strategy for Sport are:

Starting Well:

To enable as many people as possible, and especially young people, to take up sport.

Staying Involved:

To enable as many people as possible to remain lifelong active participants in sport.

Striving for Excellence

To enable all those who wish to improve to reach their optimum level of achievement.

Northern Ireland Executive – Programme for Government

The Programme for Government document sets out government plans and priorities in Northern Ireland for a three-year period (2001-2004).

This Corporate Plan is linked to the Executive's priorities which have been specified as:

- (i) Growing as a Community
E.g. promoting equality and tackling social disadvantage.
- (ii) Working for a Healthier People
E.g. improving recreational facilities and supporting healthy living.

- (iii) Investing in Education and Skills
E.g. providing high quality education
- (iv) Securing a Competitive Economy
E.g. increasing Northern Ireland's attractiveness to visitors.
- (v) Developing North/South, East/West and International Relations.

Department of Culture, Arts and Leisure Corporate Strategy 2001-2004)

The Sports Council supports the DCAL strategy, which aims to create "a confident, creative, informed and prosperous community".

The Sports Council has taken into account the strategic goals of DCAL when developing this Corporate Plan. These goals are to:

- Increase participation in culture, arts and leisure through enhancing access to, and the quality of, facilities and services;
- Promote and celebrate cultural diversity and individual creativity;
- Contribute to a positive image of Northern Ireland at home and abroad;
- Preserve and make available cultural and information resources, and make them available to the widest possible audience; and
- Lever resources to maximise positive social and economic impact.

This plan is premised on three development themes which have accompanying objectives, indicative investment amounts and outcomes. The Sports Council's planned business aligns with the work of The Northern Ireland Executive and DCAL. Through the achievement of the outcomes in this Corporate Plan sporting and societal needs will be tackled.

The Sports Council's vision, set out below, directly connects its work with that of broader agendas for the development of culture and society in Northern Ireland.

The Sports Council's Vision

Reflecting DCAL's vision, the Sports Council's vision is:

Through sport, to contribute to an inclusive, creative, competent, informed and prosperous community.

Achieving the vision

In practice this means the Sports Council creating and developing partnerships and programmes under the following development themes.

Fostering a creative, informed and active lifestyle.

- *To enable everyone to have an opportunity to participate in sport irrespective of ability or background – an **inclusive** experience through innovative and experimental opportunities – **creative** programmes and using modern technologies and proven business models to develop knowledgeable sporting infrastructures – **informed** participation.*

Promoting sustainable development.

- *Skilling the sporting workforce – **competent** personnel including coaches, administrators, business managers and development officers.*

Contributing to a prosperous community through the creation of employment and wealth.

- *Through the development and delivery of **inclusive, creative, competent** and **informed** principles, policies and practices to contribute to improvements in people's quality of life and ultimately to a **prosperous** Northern Ireland.*

Corporate Plan 2003-2006

Development Theme One

Through Sports Council investment programmes to foster a
creative, informed and active lifestyle.

Objectives	Investment 2003-2004 £ '000	Outcomes
<p>1. To contribute to the positive development of people in NI, especially young people, by consolidating and improving the delivery of sport through the removal of barriers to participation.</p>	<p>Exchequer 2,490</p> <p>Lottery 6,560</p> <p>EPF 800</p> <p>Total 9,850</p>	<p>1.1 Increased number of marginalised people, especially young people, realising their sporting potential and so increasing their self esteem and confidence.</p> <p>1.2 Increased number of facilities/programmes delivering innovative school/community sporting opportunities through partnerships between schools, colleges, clubs and the community.</p> <p>1.3 Increased number of athletes achieving higher standards of performance at local, regional, national, and international level</p> <p>1.4 Increased local competitor performance and enhanced image of NI through the hosting of major sporting competitions and improved facilities.</p> <p>1.5 Increased levels of spectator and player satisfaction, as a result of safer sporting environments.</p>

Development Theme Two

Through Sports Council investment programmes to
promote sustainable development.

Objectives	Investment 2003-2004 £ '000	Outcomes
2.1 To build capacity through the education, training and skilling of those involved in sport.	Exchequer 3,772	2.1 A competent, informed, inclusive and creative sporting workforce contributing to the sustained development of sport at all levels.
2.2 To build sustainability into sporting programmes through the creation and maintenance of effective partnerships.	Lottery 70	2.2 Sport valued as an important means of development by a diverse range of organisations.
2.3 To ensure Council services are needs based, prioritised, and deliver value for money.	EPF 1,000	2.3 Increased efficiency through improved planning and administration.
	Total 4,842	

Development Theme Three

Through Sports Council investment programmes to **employment and wealth creation.**

Objectives	Investment 2002-2005 £ '000	Outcomes
3.1 To establish and strengthen a network of professional, accountable and autonomous sporting organisations in NI by investing in human infrastructure.	Exchequer 1,613 EPF 600 Total: 2,213	3.1 Increased participation and performance through improved planning, management and delivery of sport.
Overall Total:	16,905	

Assessing achievements

The realisation of the Sports Council's vision through objectives associated with its three development themes will contribute to sporting and societal outcomes.

In terms of sporting outcomes, the Sports Council will work to:

- ❑ increase the percentage of sporting participants, especially among under-represented groups;
- ❑ increase club membership;
- ❑ increase the quality and number of leaders and coaches;
- ❑ increase the percentage of participants receiving coaching;
- ❑ evidence improved sporting performances through new Northern Ireland records, competitor rankings and global sporting performances;
- ❑ increase the number and quality of sports administrators;
- ❑ modernise the governance of sport through the appointment and skilling of management within partner bodies;
- ❑ improve facility standards and increase satisfaction with such facilities by users;
- ❑ improve community relations through and in sport; and
- ❑ reduce problems associated with sport through improved standards of conduct.

The Sports Council is putting in place a new Grant Management Information System to assist in assessing achievements. This system will be complemented by commissioned research and evaluation studies. The Sports Council will work closely with DCAL in assessing achievements.